

CSBG Recovery Act Local Plan

Please refer to your instructions prior to completing the Community Services Block Grant (CSBG) Recovery Act Local Plan.

Submit To:

Department of Community Services and Development
Attention: Community Services Division
P.O. Box 1947
Sacramento, CA 95812-1947

Section I - Agency Information

Agency Community Action Marin
Address 29 Mary St.
City San Rafael

Agency Contact Person Regarding CSBG Recovery Act Local Plan

Contact Person Gail K. Theller
Title Executive Director
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Section II - Certification

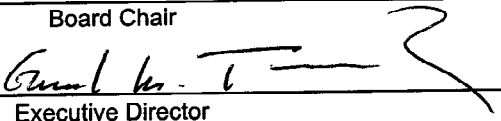
- 1 As a part of the efforts to ensure transparency and accountability, the Recovery Act requires Federal agencies and grantees to track and report separately on expenditures from funds made available through the stimulus bill. Please check to acknowledge that your agency is aware of this requirement and has the capacity to track CSBG Recovery Act program activities and expenditures separately from all other CSBG or other funding, including activities and expenditures carried out by delegate agencies and other service providers supported by subcontracts under Recovery Act funding.

(X) The Agency has the capacity to track CSBG Recovery Act program activities and expenditures separately from all other funding.

The undersigned hereby certify that this agency complies with the requirements of this CSBG Recovery Act Local Plan and the information in this plan is correct and authorized.

Signature pending Gov. Board on 5/26/09

Board Chair



Executive Director

May 11, 2009

Date

May 11, 2009

Date

CSBG Recovery Act Local Plan

Section III - DUNS Number

Provide your agency's Data Universal Numbering System (DUNS) number. If your agency has not registered, do so and provide the number below.

DUNS Number 09 - 832 - 5392

Section IV - CCR Number

Provide your agency's Central Contractor Registration (CCR) number. If your agency has not registered, do so and provide the number below.

CCR Number 4 TQD 9

Section V - Verification of Public Inspection

Provide verification of public inspection of your agency's CSBG Recovery Act Local Plan. Documentation of public inspection must also be provided, (i.e. copy of web page, e-mail blasts, etc.)

A) Describe how your agency made this Local Plan available for public inspection.

The Community Action Marin CSBG Recovery Act Local Plan has been posted on the Agency's web site and will be widely distributed through inclusion in the Agency's upcoming CAM-O-Gram (e-mail newsletter).

Section VI - General Plans

For each question in this section, provide a comprehensive narrative of what plans you have made to date.

A) Provide a description of Recovery Act projects for purposes of creating and sustaining economic growth and employment opportunities. Include a description of targeted individuals and families; services and activities; and how the services and activities are tailored to the specific needs of the community.

See Attachment A

B) Provide a description of the service delivery system for Recovery Act projects for purposes of providing a wide range of innovative services and activities. Include a description of the geographical area served.

See Attachment B

**Community Action Marin (CAM)
CSBG Recover Act Local Plan
Attachment – A**

The Agency's Recovery Act projects which sustain economic growth and employment opportunities include the following –

**A. 1 Marin Jobs and Career Services (MJCS)
(15 months/\$56,913 personnel costs/\$7,500 non-personnel costs/\$6,762 indirect costs)**

With a staff of three long-term employees and one VISTA volunteer plus one full-time Recovery Act Job Developer/Counselor, MJCS will address the employment and training needs of Marin's homeless, at-risk of becoming homeless and incarcerated individuals preparing for an upcoming release date.

Recently co-located with the Agency's asset building program (Prosperity Partners) in the newly created Economic Spark Point Center, MJCS will provide vocational assessment, case management, wage-based work experience, job search assistance, job placement support, career development workshops, resume development and information and referral. All clients will be enrolled in the asset development program as well as MJCS.

In addition to service delivery at the Center, the project will conduct off-site employment and training activities at various sites throughout Marin including Canal Alliance, the Marin County Jail, the New Beginnings Center, Mill Street Shelter, Ritter House and Pickleweed Community Center. As a member of the Marin Employment Center (the "One-Stop") referrals will be received regularly from their case workers.

Although MJCS has historically served the most at-risk individuals in the community, in the last six months its case load has begun to include homeless individuals who were, until recently, employed as teachers, nurses, bankers, contractors, business persons and attorneys living in homes valued from \$500,000 to over \$ 1 million. As a result, the Job Developer/Counselor hired through the Recovery Act will also need to do job development in corporations and local businesses that would not have interested the majority of the program's previous clients.

Outcome: By September 30, 2010, to have placed 125 clients in jobs with a starting wage of at least \$12.50/hr.

**A.2 Prosperity Partners
(15 months/\$55,556 personnel costs/\$7,500 non-personnel costs/\$6,619 indirect costs)**

Co-located with the Marin Jobs & Career Services project in the centrally located downtown Economic Spark Point Center funded, in part, by the Bay Area United Way, Prosperity Partners is an asset building collaborative of 24 local agencies and institutions designed to empower low-income Marin residents to achieve economic stability, opportunity and upward mobility.

The Prosperity Partners' collaborative is currently staffed by a Director with a Vista volunteer arriving shortly. The Recovery Act will fund a Program Assistant for 15 months to help staff provide for implementation of the collaborative's various asset building activities including capacity building and training, client outreach, client assessment and placement, and case management.

Depending on individual need, clients are referred into one or more of the collaborative's program services, including free income tax preparation, financial education, Individual Development Accounts (IDAs), access to mainstream financial services, credit building, job training, small business development and home ownership.

To effectively serve the community, Prosperity Partners has a flexible organizational structure that enables individuals to take advantage of multiple points of entry at the partner agencies' offices within communities throughout Marin, as well as at the centrally located Economic Center in San Rafael. Such a structure provides for culturally responsive and sensitive service provision since clients can choose where they feel most comfortable.

To be considered eligible for program participation, clients must be considered asset impoverished, meaning one does not have enough in financial reserves to fulfill his or her basic needs for three months. Prior to the current recession, Marin had an asset poverty rate of 18.2 percent, which meant that over 45,000 Marin residents could potentially participate in Prosperity Partners. Today, the rate is well over 20% and growing.

Outcomes: By September 30, 2010 the following outcomes will be achieved:

- (1) 15% of those getting credit counseling will increase their credit score by at least 20 points.
- (2) 15% of those getting debt management services will decrease their debt ratio by 5%
- (3) 15% of those getting income support services will increase their income by 5%-10%
- (4) 15% of those getting income support or savings services will save one month of liquid assets equal to one month of their out-of-pocket expenses.

A.3 Marin Asian Advocacy Project (MAAP)
(15 months/\$35,775 personnel cost/\$0 non-personnel costs/\$3,755 indirect costs)

For the past 20 years Marin has been served by the Marin Asian Advocacy Project (MAAP) which works primarily with a clientele of Asian ethnicity – Vietnamese, Laotian, Cambodian, Chinese, Korean. Each of these immigrant communities faces challenges in language, culture, education, employment access, family support and development, and financial empowerment. As part of CAM, MAAP currently provides a range of appropriate services including English as a second language (ESL); Individual Development Accounts (IDAs); free tax preparation; classes in financial literacy; and economic development activities.

The project will provide the case management and facilitation for the IDA program, serving the Asian immigrant community in Marin County in a culturally-sensitive and language appropriate environment. Successful participation in the IDA program provides for the acquisition of assets which can help the client pay for education, business development or home ownership. In addition, the project will expose clients to the full range of services available in Marin to assist them in reducing their household expenses, thereby freeing up income to save and invest for the future.

Since MAAP will provide financial literacy training within the IDA project, this activity will be closely coordinated with the Prosperity Partners program to maximize the potential for economic development in client households. Additional activities will include intensive case management to insure the success of the IDA participants and each client's development of employment resources, investment and savings strategies, family financial stability, participation in traditional banking markets, and avoidance of predatory lending practices. Successful implementation of the MAAP IDA project will

help the low-income Asian community participate in creating long-term economic growth in Marin.

The founding Director has worked full-time since the project's inception and, as such, provides the outreach and interpretation for all project services. Due to the Recovery funding, the Director will not be reduced to 50% time (previously anticipated due to '09-'10 revenue shortfalls) and service delivery will remain at the current level in this 1.8 person organization.

Outcomes: By June 30, 2010:

- (1) 25 households will have enrolled in the IDA program.
- (2) 25 households will be depositing at least \$50/mo. in an IDA account.
- (3) 25 households will have developed a financial relationship with a traditional financial institution.
- (4) 25 households will have completed a financial management course and constructed a realistic household budget.

**Community Action Marin (CAM)
CSBG Recover Act Local Plan
Attachment – B**

The Agency's Recovery Act projects which provide for innovative services and activities include the preceding three (3) economic and employment focused projects as well as one additional project which is designed to respond to the potential inherent in Marin's 6.8% unemployed persons and other interested community members.

**B. 1 Volunteer Program Development Project
(15 months/\$60,982 personnel costs/\$0 non-personnel costs/\$6,401 indirect costs)**

Thousands of people in Marin County have lost their jobs and are working to find employment. This may be an opportunity in disguise. With many highly skilled yet unemployed professionals, Community Action Marin could tap into a new type of volunteer. Shrinking revenues have pushed CAM to consider cutting management positions; eliminating staff training and program supplies; reducing service hours; etc. Yet the Agency might be able to tap into a growing volunteer pool to minimize negative budget impacts.

Many non-profits – CAM included – have been leaving a great resource on the table or not deploying that resource very well. It has not been a significant part of the ethos of CAM to spend a lot of time or money on human resource management. The Agency feels it is supposed to be on mission all the time.

There is interesting potential for exposing business professionals to an entirely new sector but CAM is going to have to adapt and market such opportunities, specifically to those currently unemployed but nonetheless needing to feel that they are a significant community asset. While the Agency can't offer compensation in line with the skills these volunteers can bring, CAM can offer much needed purpose and a community of colleagues amidst the difficult and depressing task of job hunting.

To that end, the Agency will have a Recovery Act funded Volunteer Program Coordinator who will work in the Administrative office and have 15 months to develop the infrastructure and to implement a robust and unique CAM Volunteer Program. In conjunction with the local agency Center for Volunteer and Non-Profit Management, the Program Coordinator will complete the following activities:

- Conduct a needs assessment of CAM programs' volunteer needs, including benefits and obstacles;
- Develop "intake forms"/applications, release of liability form, confidentiality form, photo release;
- Develop a volunteer program marketing strategy, specifically targeting unemployed professionals in Marin;
- Implement the CAM Volunteer Program

Outcomes: Completion of the development of the project infrastructure, and have recruited and placed 125 volunteers throughout the Agency's programs by September 30, 2010

B.2 Description of Area Served

All of the Community Action Marin CSBG Recovery Act projects will be located and operated in Marin County, California which is described below.

Marin County, a county in the San Francisco Bay Area, is known for its panoramic views, open space, trendy styles, and expensive living. This perception of Marin County as an affluent idyllic community is by no means the complete picture. Living next to some of the wealthiest and most highly educated families in the United States are communities of color, over 3000 children living in poverty, 2500 homeless and 14,500 people with incomes below federal poverty guidelines. While facing all the challenges inherent in poverty, the county's low-income families are also often overlooked and overshadowed by the belief that "there are no poor in Marin."

Marin County is bounded on the north by Sonoma county, the west by the Pacific Ocean, linked in the south to San Francisco by the Golden Gate Bridge, and to Contra Costa County in the east by the Richmond/San Rafael Bridge. Cutting completely through the county from north to south like a great river is US Highway 101. This highway goes through San Rafael and Novato, Marin's largest cities. The area adjacent to Highway 101 is often referred to as the "101 corridor", and it is in this urbanized area where the bulk of Marin's population lives.

As of the 2000 census, there were 247, 289 people, 100,650 households, and 60,691 families residing in the county. The racial makeup of the county was 88.7% White, 3.6% African American, 4.1% Asian, and 3.6% "Other". 16.6% of the population is foreign born and 19.5% speak a language other than English at home. About 20% of the population is under the age of 18, and 18.1% is 60 years and over.

Marin County has the highest per capita income of any county in the United States and, according to the 2003 Economic Development Survey. Marin residents have a "substantial portion (of their income) derived from sources other than wages". This is driven in particular by expensive enclaves in Belvedere, Kentfield, and Larkspur.

The high cost of living in Marin makes it particularly difficult for the working poor to move out of poverty. According to the self-sufficiency standard, a single parent with two children in Marin needs an annual income of \$68,000 to meet basic human needs. A minimum wage job pays \$16, 6440/year and, therefore, a parent would need to hold four full-time minimum wage jobs to be considered self-sufficient in Marin County.

Even though Marin County is the wealthiest county in the nation, the wealth is heavily concentrated and many residents still struggle to make a living. While the poverty rate for Marin in 2000 was only 6.6 percent, the asset poverty rate was 18.2 percent. This means that over 45,000 families in Marin are asset poor and do not have enough in financial reserves (bank accounts, home or business equity, retirement savings, etc.) to fulfill their basic needs such as food and shelter for three months at the federal poverty level. From the perspective of race the data is stark: over 560% of African-Americans and Latino families in Marin are asset poor.

Conditions for Marin's at-risk community have deteriorated significantly since this data was gathered and just in the past five years basic costs have skyrocketed:

- Childcare costs have gone up 16%;
- Health care costs have increased by 30%;
- Transportation costs have climbed significantly, up 42%;
- Food costs have risen 15%;
- Unemployment stands at 6.8-7%;
- Foreclosures are up 263% over 2008.

Clearly, the economic stimulus measures provided by the ARRA are needed in Marin county. It is the intent of the four projects set forth above to create jobs and provide services to those affected by the deteriorating conditions described herein.

CSBG Recovery Act Local Plan

C) Describe how your agency will use Recovery Act funds to meet the short-term and long-term economic and employment needs of individuals, families and communities.

The Agency will use Recovery Act funds to create 3 full-time new positions and retain one part-time position. In addition, program services which include job development and placement services as well as asset building opportunities will move families and individuals along a path from breaking even (or loss) to getting ahead.

D) Provide a description of how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management and follow up consultations.

Agency staff is an active member of the Workforce Investment Board and the Marin Employment Connection One-Stop, both of which will provide projects & staff with the opportunities for filling gaps in services through I&R, case management and follow-up consultations utilizing collaboration and coordination.

E) Provide a description of how Recovery funds will be coordinated with other public and private resources, to avoid duplication and/or supplanting.

As an active member of the Workforce Investment Board and a participant in the work of the Marin Economic Commission, and a collaborator with the College of Marin, the Agency is participating in community discussions and planning regarding the Federal Stimulus Funding Package for Marin County.

F) Provide a description of how the funds will be used to support innovative community and neighborhood based initiatives related to the purposes of the Recovery Act, which promotes food, housing, health services and employment-related services and activities.

Both the Marin Jobs and Career Services project and Prosperity Partners will be co-located in the Economic Spark Point Center which will be available to community groups for trainings, community meetings and special presentations. Staff from both projects, as well as from Marin Asian Advocacy Project, will be available to community groups to support community-based initiatives focused on employment.

G) Provide a description of the community-needs assessment (which may be coordinated with community-needs assessments conducted for other programs).

Assessment of community needs related to the CSBG Recovery Act allocation for Marin was derived from collaboration with the Agency's Head Start community needs assessment, as well as community needs assessment being completed for the Agency's CSBG Local Plan through work of the Deputy Director.

H) Provide a description of the service delivery system for benefit enrollment coordination activities for purposes of identifying and enrolling eligible individuals and families in Federal, State, and local benefit programs. Include a description of the geographical area served and a listing of sub-grantees provided the services and service areas.

CAM's Benefits enrollment activities for Marin County, the Agency's service area, is currently done by Agency case managers in conjunction with County of Marin's Welfare Department eligibility workers. At this time, the Agency is working with the United Way of the Bay Area to select and purchase a benefits calculator and enrollment tool that will combine the power of technology and inter-agency partnerships.

CSBG Recovery Act Local Plan

J) Describe your education and outreach projects to advertise and market the Recovery Act services and outcomes.

The Agency's Recovery Act services and outcomes will be advertised and marketed using the Agency's web site, e-mail blasts, local media, and inclusion in the Agency's updated DVD describing Agency activities. The DVD will be used in presentations to local community organizations, made available to local television stations and sent to all public officials.

Section VII - Energy Coordination

For each question in this section, provide a comprehensive narrative of what plans you have made to date.

A) Describe how your agency has/will establish a mutual referral service agreement with your local energy provider to ensure that clients receive services that support their progress towards achieving self-sufficiency.

The Agency is the LIHEAP contractor for Marin and, as such, is located in the same building as three of the four projects. For all clients, help is a phone call away. In addition, the Agency's Weatherization Program is provided for by the excellent work of North Coast Energy Services. North Coast receives referrals from CAM as well as from other parties in Marin.

B) Describe the activities your agency will conduct to actively coordinate with the local energy program in employment training and job placement of clients.

Marin Jobs & Career Services and Marin Asian Advocacy Project currently receive referrals from the Agency's Energy Program staff on an ongoing basis. With receipt of ARRA funding, more weatherization jobs should be available in Marin, thereby opening up another field of employment for clients. The Agency is also working with the Conservation Corps in the development of job resources in the area of green collar employment.

Section VIII - Workforce Development Projects and Activities

In this section, provide information on projects or activities that will be funded in part or totally by Recovery Act funds that will be administered by your agency. For each project or activity, include the following: title, cost, an estimate of the number of jobs created or retained, and a description of the project or activity.

A.1) Project/Activity #1	Employment
Title	Marin Jobs and Career Services
Cost	\$71,175
Est. # of Jobs	<input checked="" type="checkbox"/> Created # 1 FTE <input type="checkbox"/> Retained #
Description	Job development and placement project which will provide for the employment of 125 persons by Sept. 30, 2010.
A.2) Project/Activity #2	Asset Building
Title	Prosperity Partners
Cost	\$69,675
Est. # of Jobs	<input checked="" type="checkbox"/> Created # 1FTE <input type="checkbox"/> Retained #
Description	A project which will assist low-income marin residents to improve credit scores, decrease debt to income ratio, increase savings and income through a range of asset building activities and services through Sept. 30, 2010.

CSBG Recovery Act Local Plan

A.3) Project/Activity #3 Income Support Services

Title Marin Asian Advocacy Project IDA
Cost \$39,530
Est. # of Jobs Created # ☒ Retained # 1 .58% FTE
Description Provide case management support to 25 individuals participating in a matched savings program known as Individual Development Account (IDA), by June 30, 2010

A.4) Project/Activity #4 Development

Title CAM Volunteer Program
Cost \$67,383
Est. # of Jobs ☒ Created # 1 ☐ Retained #
Description A Volunteer Program Coordinator will develop an Agency-wide volunteer program, placing 100-125 volunteers throughout the Agency by Sept. 30, 2010 to assist with the provision of anti-poverty services to low-income residents.

A.5) Project/Activity #5

Title
Cost
Est. # of Jobs ☐ Created # ☐ Retained #
Description

In this section, provide information on projects or activities that will be funded in part or totally by Recovery Act funds that will be carried out by a delegate agency or other service provider pursuant to a subcontract with Recovery Act funds. For each project or activity include the following: title, subcontractor name, cost, an estimate of the number of jobs created or retained, and a description of the project or activity.

B.1) Subcontractor Project/Activity #1 N/A

Title
Subcontractor
Cost
Est. # of Jobs ☐ Created # ☐ Retained #
Description

B.2) Subcontractor Project/Activity #2 N/A

Title
Subcontractor
Cost
Est. # of Jobs ☐ Created # ☐ Retained #
Description

B.3) Subcontractor Project/Activity #3 N/A

Title
Subcontractor
Cost
Est. # of Jobs ☐ Created # ☐ Retained #
Description

CSBG Recovery Act Local Plan

B.4) Subcontractor Project/Activity #4 N/A

Title

Subcontractor

Cost

Est. # of Jobs ☐ Created # ☐ Retained #

Description

B.5) Subcontractor Project/Activity #5 N/A

Title

Subcontractor

Cost

Est. # of Jobs ☐ Created # ☐ Retained #

Description

B.6) If you specified any project/activity in B.1 – B.5, describe the process you will use to select the above subcontractor(s) to provide services funded in part or totally by the Recovery Act funds.

Not Applicable

In the section below list all projects or activities that will be funded in part or totally by Recovery Act funds, the applicable National Program Indicator (NPI) and a description of the project or activity.

C) Under the regular CSBG program, eligible entities use funds to provide services and activities addressing unemployment, education, better use of available income, housing nutrition, emergency services and/ or health to combat the central causes of poverty. Such services continue to be supportable under the CSBG Recovery Act. *In recognition of the intent of the Recovery Act, agencies are encouraged to support employment related services and activities that create and sustain economic growth.*

NPI	Project or Activity	Description
NPI 1.1 Employment	MJCS	125-130 low-income participants or at least 33% of all intakes will get a job by September 30, 2010.
NPI 1.3 Asset Enhancement	Prosperity Partners	150 low-income participants or at least 15% of all intakes will demonstrate improved credit score, income, savings, debt-to-income ratios by September 30, 2010.
NPI 1.3 Asset Enhancement	MAAP	25 low-income participants or at least 62% of all intakes will achieve an increase in assets through IDA program by June 30, 2010.
NPI 3.1 Civic Investment	Volunteer Program	100-125 people will be placed in volunteer positions throughout the Agency and donate at least 40 hours each by September 30, 2010.
NPI 5.1 Broadening Resource Base	Volunteer Program	100-125 volunteers valued at minimally \$8.00/hr. and donating at least 40 hours each, equals \$32,000-\$40,000 donated to the Agency by September 30, 2010

CSBG Recovery Act Local Plan

D) Provide a description of planned infrastructure investments, the purpose, total cost and the rationale for funding the infrastructure investment with funds made available under the Recovery Act. (Capital Improvements are not allowable costs per P.L. 105-285 Sec. 678F)

The only project requiring infrastructure investments is the development of the Volunteer Program, since the Agency has never had one. Therefore, the ARRA-funded staff position will spend about 50% of her time developing the basic framework of the project, which translates to 50% of project expenditure (or \$26,870).

E) Will your agency use a portion or all the Recovery Act funds for administrative costs? Check the appropriate box.

☒ Yes, our agency will use a PORTION of the Recovery Act funds for administrative costs.

☐ Yes, our agency will use ALL of the Recovery Act funds for administrative costs.

☐ No, our agency will NOT use any of the Recovery Act funds for administrative costs.

E.1) If you checked one of the "YES" boxes in E, explain how the funds allocated to administrative costs will be tracked to a measurable outcome.

The Agency has a federally approved 15% indirect/administrative rate, yet chooses to only charge off 9.5% to any grant administered by the organization. Therefore, the administrative cost is tracked to all measurable outcomes since the administrative cost is applied to all of the Agency's programs and projects equally.

Section IX - Required Disclosures

For each question in this section, disclose any unresolved findings and/or recommendations, or any legal proceedings.

A) List all non-CSD funded programs administered by the agency within the past three (3) years that have unresolved findings and/or recommendations or have been terminated as a result of deficiencies.

At this point, the Agency has no unresolved findings or recommendations in any non-CSD funded program. Further, no non-CSD funded program has been terminated due to deficiencies.

B) List all legal proceedings the agency is currently involved in or has been in the past three (3) years. Include a brief description of the proceeding and the outcome. If the proceeding is currently, active provide the status.

The Agency is currently being sued by a parent within an Agency childcare program who alleges that the Agency had inadequate staff coverage on the pre-school playground which allowed for three five year olds to participate in sexual play thereby creating emotional trauma for one participant. Status pending.

Section X - Barriers

For each question in this section, provide information on potential barriers to your agency's success.

A) Identify any barriers that your agency feels it may face in meeting the requirements of the Recovery Act (i.e., subcontracting, staffing, workforce development, compliance with reporting, performance).

The Agency does not foresee any barriers, at this time, in meeting the requirements of ARRA.

Budget 7/1/2009-9/30/2010

Program: CSBG Recovery Act Local Plan

REVENUE

Department:	Admin	PP	Jobs	MAAP	Subtotal	Admin	PP	Jobs	MAAP	Subtotal	Total
Department Number:	01	26	09	25	12 Mo.	01	26	09	25	3 Mo.	15 Mo.
Project Number:	02	02	02	02		02	02	02	02		
Grant Period:											
No Admin Overhead*:											
Funding Sources											
Federal:	53,741	57,232	58,431	39,530	208,935	13,642	12,443	12,744	0	38,829	247,763
State:											
County:											
Foundation:											
Other Grants:											
Parent Fees:											
Fees for Service:											
Fundraising:											
Donations:											
In-Kind:											
Rental Income:											
Shared Food Alloc:											
Other Income:											
Temp Restr. Funds:											
Board Allocated:											
Admin Credit:											
Total Funding Sources:	53,741	57,232	58,431	39,530	208,935	13,642	12,443	12,744	0	38,829	247,763

Budget 7/1/2009-6/30/2010

CSBG Recovery Act Local Plan

Department: Department Number: Project Number:	Admin		PP		Jobs		MAAP		Subtotal 12 Mo.		Admin		PP		Jobs		MAAP		Subtotal 3 Mo.		Total 15 Mo.	
	01	02	26	02	09	02	25	02			01	02	26	02	09	02	25	02				
REVENUE	53,741		57,232		58,431		39,530		208,934		13,642		12,443		12,744		-		38,829		247,763	
EXPENSES																						
Salaries - Full time	40,000		36,000		37,000		30,293		143,293		10,000		9,000		9,250		-		28,250		171,543	
Payroll taxes	3,310		3,004		3,081		2,568		11,963		1,015		938		958		-		2,911		14,874	
Employee benefits - health/dental	4,980		4,980		4,979		2,652		17,591		1,245		1,245		1,245		-		3,735		21,326	
Employee benefits - workers comp.	346		311		320		262		1,239		86		78		80		-		244		1,483	
Accounting and Auditing fees	-		-		-		-		-		-		-		-		-		-		-	
Professional fees - Legal	-		-		-		-		-		-		-		-		-		-		-	
Client exp. - other	-		-		-		-		-		-		-		-		-		-		-	
Travel - out of town	-		-		-		-		-		-		-		-		-		-		-	
Employee development	-		-		-		-		-		-		-		-		-		-		-	
Rent	-		-		-		-		-		-		-		-		-		-		-	
Utilities	-		-		-		-		-		-		-		-		-		-		-	
Building repair/maintenance	-		-		-		-		-		-		-		-		-		-		-	
Other facility costs	-		-		-		-		-		-		-		-		-		-		-	
Office supplies	-		-		-		-		-		-		-		-		-		-		-	
Expendable equipment < \$5000	-		7,500		7,500		-		15,000		-		-		-		-		-		15,000	
Program supplies	-		-		-		-		-		-		-		-		-		-		-	
Postage	-		-		-		-		-		-		-		-		-		-		-	
Telephone	-		-		-		-		-		-		-		-		-		-		-	
Administrative overhead (9.5%)	5,105		5,437		5,551		3,755		19,848		1,296		1,182		1,211		-		3,689		23,537	
Total expenses	53,741		57,232		58,431		39,530		208,934		13,642		12,443		12,744		-		38,829		247,763	
Net (must be zero)	0		0		0		0		0		0		0		0		0		0		0	